MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2022/2023

DBS5614 – MANAGEMENT

(Diploma Students Only)

02 OCTOBER 2023
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages.
2. Attempt **ALL** questions.
3. Please write your answers in the Answer Booklet provided.

STRUCTURED QUESTIONS [100 Marks]

QUESTION 1

You are the HR manager of a multinational company that is expanding its operations to a new country. One of your key responsibilities is to develop a budget for the execution of different human resource management functions for the new branch. When you presented your proposed budget to the top management, a few of them argued that spending on employees' activities is a 'waste of money' because the company is already paying so much for staff welfare. Instead, they claimed that the funds should be used for promotional and advertising initiatives to attract more customers.

Scenario 1

(a) To convince your top management, list the **EIGHT (8)** human resource management activities that are important to manage all employees in your organisation. (8 marks)

(b) State and describe **FOUR (4)** external factors that may affect the human resource management process of your organisation. (8 marks)

(c) List **FOUR (4)** types of training that your organisation should invest in developing the skills of its employees. (4 marks)

(Total: 20 marks)

QUESTION 2

Refer to the following managers in Sri Dinar Sdn. Bhd.:

- Joe is the finance manager. He closely monitors the work of his staff and frequently checks on them to make sure that they stay focused on tasks and off their mobile phones. He assumes that his subordinates are generally lazy and dislike work. He thinks that he must always force them to complete their work on time.
- Rita is the marketing manager. She believes that her subordinates are creative, responsible, and enjoy work. She always encourages them to set their own deadlines and develop own ways to complete tasks effectively and efficiently.

Scenario 2

(a) Based on McGregor's Theory X and Theory Y, identify and explain which theory influences the assumptions of Joe and Rita about their subordinates. Support your answer with evidence from the scenario. (6 marks)

Continued ...

(b) State and explain how Joe can use the **FIVE (5)** core job dimensions of the Job Characteristics Model (JCM) to motivate his employees. (10 marks)

(c) Suggest **FOUR (4)** flexible work arrangements that Joe and Rita can use to maximise their employees' motivation. (4 marks)

(Total: 20 marks)

QUESTION 3

Steven is an ambitious CEO of a technology firm. He is well-known for his persistent desire for success. He has special talent in predicting the unique needs and preferences of his customers. However, most of his employees feel that his drive for perfectionism causes harm and burden to them. He often uses his job title to influence employees to accept his unrealistic workload assignments and deadlines. When some employees could not meet his demands, he will yell at them and threatens to fire them.

Scenario 3

(a) In your opinion, do CEOs like Steven need power to run an organisation? Justify your answer. (3 marks)

(b) Identify and explain **THREE (3)** types of power that Steven exhibits in Scenario 3. Support each type of power with evidence from the scenario. (9 marks)

(c) State and describe the **FOUR (4)** leadership styles of Hersey and Blanchard's Situational Leadership Theory that Steven can use to manage his employees. (8 marks)

(Total: 20 marks)

QUESTION 4

(a) Illustrate in a graphical form the **SEVEN (7)** elements involved in the communication process of an online lecture setting. The example of each element must clearly reflect the online teaching and learning mode. (15 marks)

(b) List **FIVE (5)** barriers to effective communication. (5 marks)

(Total: 20 marks)

Continued ...

QUESTION 5

E-learning has become an important tool for continuing education and training across different organisations. The trend of "anytime, anywhere, and "cost-saving" learning continued to gain popularity as more people realise the convenience and flexibility of e-learning. Furthermore, the emergence of new technologies and National e-Learning Policy increase e-learning use.

Statement 1

(a) Based on Statement 1 above, identify **FOUR (4)** external forces for change and explain how does each force influence managers to adopt e-learning in their organisations. (8 marks)

(b) List the **FOUR (4)** words that represent the acronym VUCA. (4 marks)

(c) Suppose some employees in an organisation resist performing the e-learning courses provided by their organisation. List and explain **FOUR (4)** techniques that managers may use to reduce their employees' resistance to change. (8 marks)

(Total: 20 marks)

End of Paper